



A Study of the Impact of Employee Job Satisfaction through Working Environment: A Case Study of Minmahaw Company in Myanmar

Naw Phyu Zar Thwin*, Midhunchakkaravarthy Janarthanan, Amiya Bhaumik

Lincoln University College, Petaling Jaya, Selangor, 47301 Malaysia

*Correspondence Email: phyuzarthwin@gmail.com

Abstract

During the COVID-19 and political crisis periods, all business organizations, not just operational staff but also management teams, increased their workload, allowing them to bear significant physical and psychological stress. The study has an impact on future business performance by emphasizing the work environment within their organization to improve employee motivation and commitment during COVID-19 through positive effects on employee satisfaction, as well as the relationship between the employee and the organization that creates the working environment. The study's goal is to educate executives on how to demonstrate flexibility and create a better working environment in the face of current and future pandemics. The analysis in this study was based on several concepts from human resource management and crisis management in firms, as well as a survey of significant business publications that had been published. The study used a descriptive research survey as its method. Min Ma Haw provided a sample size of 110 employees. The majority of the data for this study was gathered through a closed-ended questionnaire. The study created statistical analysis tools that demonstrate variable analysis. SPSS (Statistical Package for Social Statistics) version 20 was used to analyze the quantitative data received from the questionnaire. Stratified random sampling was used to divide and examine the population's divisions. notably disproportionate Stratified random sampling was used in order to select the staff, first line management, middle management, and top management.

Keywords: *Job Satisfaction; Performance; Social; Secure; Physical*

Introduction

The exceptional coronavirus 2019 (COVID-19) outbreak has resulted in a downturn and a rise in the efficacy of operating procedures and working conditions in the workplace. The number of employees has increased as a result of the excellent infectious disease prevention and control plan, with some working from home and others doing the once-through shift (Song *et al.*, 2020). As a result, another critical component of sustainable human resource management is the capacity for flexibility (Davidescu *et al.*, 2020). Organizational business shocks emerge during this epidemic period, having a significant impact on the sector and societal practices (Kramer & Kramer, 2020). The majority of employee's face issues related to work environment productivity, which can be improved by using IT devices to support the organization's working environment (Awan & Tahir, 2015). When looking for a job, job seekers consider working conditions, and favour working environments that are important in influencing employee performance in the labour market and affect employee happiness (Hsiao & Lin, 2018). The appraisal of employees in their work obligations through the working environment leads to job

satisfaction and the creation of new rules and regulations that make working conditions more effective throughout the epidemic (Das & Tripathy, 2020). The work environment has a favorable effect on job satisfaction and is most conducive to the achievement of organizational goals (Taheri, Miah & Kamaruzzaman, 2020).

On September 1, 2012, Min Mahaw was founded by the most experienced individuals who had already received a Bachelor of Agriculture degree from Yezin University. To begin with, 50 marketing staff members with a Bachelor of Agriculture degree and 10 to 15 years of market experience. Min Mahaw was founded with three primary goals in mind. The first is to work to strengthen the country's agricultural sector, enabling farmers to employ contemporary technology and novel agrochemical products on their farms; the second objective is to work to raise the country's living standards above the existing level, and the third objective is to develop the agricultural sector so that farmers can utilize contemporary technology and new agrochemical products on their farms.

Review of Literature:

Since the coup and the COVID-19 outbreak, Myanmar has faced challenges in corporate operations, with its corporation experiencing a severe cash crisis. Many of the organization's management methods become a crisis during this time, which can have both beneficial and negative consequences for many firms. Employees are also significant investors in the organization's resources and value assets, as well as critical resources for developing and implementing long-term human resource management strategies. Furthermore, it was discovered that workplace stress and its consequences have dramatically varied effects on employee social and work-related changes (Wong *et al.*, 2021). In order to reach a high level of performance and efficiency, businesses must pay more attention to employee satisfaction (Tio, 2014). Kainkan, (2015) discovered that a high degree of employee job satisfaction is achieved by consultation and cooperation, followed by respect among coworkers, making the workplace enjoyable and comfortable. Employees also require an environment in which they can work autonomously and to their full ability, in accordance with organizational standards (Raziq & Maulabakhsh, 2015). Changes in the environment have a direct impact on employee happiness in their occupations (Sittisom, 2020). To boost productivity and commitment, businesses must address the demands of employees by offering appropriate working circumstances (Raziq & Maulabakhsh, 2015). It also encompasses the relationship between employees and the relationship between subordinates and their superiors, in addition to the working environment (Pawirosumarto, Sarjana & Gunawan, 2017). Customers are satisfied with the employees' empathetic behavior at workplaces where staff are satisfied with their jobs, but concurrently, service wait times tend to get longer. Additionally, (Vermeeren, Kuipers & Steijn, 2011) showed that aspects of the workplace affect job happiness.

Social

There is a social situation in which a way to identify distinct types of personality based on how employees are recognized and which is required to close and educate managers and supervisors on identifying and determining personality charities based on differences is required (Bakhsh, 2020). Employee satisfaction is dependent on HRM policies that push the organization to reduce employee turnover (Azeez, 2017). It is necessary to understand how social support affects employee retention because handling the task would be more challenging than under normal circumstances (Kim, Lee & Cho, 2020). Karatepe (2013) continues to assist employees who are free of difficult jobs and can perform lengthy shifts (Karatepe, 2013). Employee retention is influenced by the quality of leadership and the chance to engage in the organization, which encourages workers to remain longer, work harder, and develop a great organization (Yoon & Kelly, 2008). The influential general demand is to impress on greater coordination between middle management and its subordinates in order to maintain attrition (Covella *et al.*, 2017). The value and social impact of culture examine contemporary knowledge that stresses various ideas and debates their value and social influence (Grinell, 2020).

<https://doi.org/10.46977/apjmt.2022v03i02.002>

Secure

When an organization connects with the outside world and invests in something positive, it increases its prospects of survival (Minnick & Ireland, 2005). It is vital to develop robust and strong supply chains that can endure infrastructural and physical limits for geographical and transportation constraints in order for the company to grow. When looking at the current Covid 19 scenario on the ground, the desire to learn more about how to promote activities must play a part in adapting to the problem. As a result of the crisis, the new routine is one of the considered techniques in risk management and setup preparation, which is concerned with the progress through quick reactions on developing the entire difficulties, making the company more successful. Managers are the main people who may increase staff productivity by well-creating employee welfare for the firm. The management devised a strategy for effectively comprehending the effects of the COVID-19 epidemic and then put in place measures to prevent it from occurring. During the COVID-19 epidemic, human resource management must aid employees in transforming their abilities and arrange various on-line meetings to help them overcome their stress and improve their talents.

Financial

The organization should focus on issues such as promotion and benefits (Irdina *et al.*, 2020). The construction of a working environment for employees in order to achieve high performance and provide compensation packages that include workplace safety and comfort. During this epidemic, the organization promotes employee physical and mental health as well as provides social assistance. To keep improving the context, the executive leadership holds a meeting with the facility management team and board members.

The frontline healthcare and food supply chain are the organization's strengths in terms of employee retention (Bailey & Breslin, 2021). Organizations that develop employee trust value their ability to serve as needed, and managers must emphasize the organization's credibility, particularly in tough conditions. According to, providing incentives is one of the factors that contribute to employee happiness, as well as motivating employees to work harder than usual.

Physical

High-performance equipment and technology may meet society's needs not only on an organizational level but also by bringing together a competent workforce. Most firms are transitioning away from direct contact sales and focusing more on internet commerce because it is difficult for employees to balance work and family life (Putri & Amran, 2021). Keeping people at bay is vital to limiting the spread of COVID, and public isolation is carefully enforced as a standard to break the chain of transmission. Most organizations concentrate on parts of the community that protect against exposure in order to avert the current dangerous situation. They come to the conclusion that management must address the important worry of understanding technologists and recognizing the techniques that affect humans in order to reduce the danger of bodily and psychological harm. And, during times of crisis, management should carefully design and implement new measures for improving work-life balance (Stankevičiūtė & Kunsakaja, 2022). Developing group software for the company that allows for good communication and task completion even when personnel are working from different locations. ERP systems may integrate a company's remote outposts with supply chain activities, allowing data to be combined and shared domestically and departmentally across national borders, regardless of language or currency.

Job Satisfaction

Because of their varying levels of pleasure in the organization, job satisfaction might be a separate entity according to individual standards. According to them, work satisfaction is defined as how a person feels about their employment in relation to a specific component of the job. Job satisfaction and employee assurance have been shown to have an impact on human productivity. If these qualities collapse, the organization will suffer even more. Arifin, Berliyanti and Baliartati (2020) discovered that job satisfaction increases employee engagement, and that employees are content with their jobs and take their responsibilities seriously. Employees that are well-supported by their employers will like their

employment and produce high-quality work. During a crisis, self-leadership relies on the practical tools of performance management and employee happiness in the organization. During a crisis, to ensure suitable reactions based on the reasons of stakeholders, to ensure the adaptation of traditional business models, updating operations, and redefining operations processes (Asoba & Mefi, 2021). Meanwhile, the employee's role has grown in importance, and their job satisfaction is critical to the organization's success.

Objective of the Study:

The study's goals are to:

- (i) investigate the relationship between employee job satisfaction and working environment flexibility for Min Ma Haw Company Limited;
- (ii) devise new ways to transform Min Ma Haw Company Limited following the COVID-19 pandemic's impact on employee job satisfaction; and
- (iii) assess whether management has effectively addressed working environment issues during the COVID-19 pandemic.

Methodology:

Quantitative data gathering methods rely on random sampling, whereas structured data collection is distinct in terms of incorporating predetermined reaction types and creating summaries based on comparison results. Mixed techniques are important in research that deals with complicated issues, and they can alter the way in which problems of vulnerability or underserved populations are addressed in community participation. To attain this goal, this study will use both qualitative and quantitative data gathering methods, and a descriptive research design will be used.

Results and Discussion:

In order to start the analysis process, the data gathered from the questionnaire and secondary sources was methodically organized. In a summary, data analysis is a technique for using facts and figures to solve a research problem and is essential for determining the answers to a research question (Vermeeren, Kuipers & Steijn, 2011). To avoid errors or biases in a random sample, it must be large enough (Taherdoost, 2017). A total of 152 employees, from the manager to the lowest level, make up the population. There are various methods for figuring out the sample size, including utilizing a census for small populations, replicating the sample size of related research, using public tables, and applying formulas to figure out the sample size. A simplified formula is used for sample size calculation as shown below;

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size, and e is the level of precision. When this formula is applied to the above sample and the follower employee number comes up.

$$n = \frac{152}{1 + 152(.05)^2}$$

1. $n = 110$ employees

The sample size is calculated using SPSS software, and the margin of error is 5%, the confidence level is 95%, and the response distribution is 50%. Delivered to 130 employees, 113 were returned, while the remaining 8 did not arrive by the deadline owing to location issues.

1. Demographic Characteristics of the Respondents

Gender, age, position, total job experience, education, and marital status were the initial aspects of the study that were thoroughly investigated, as indicated in the table (1).

<https://doi.org/10.46977/apjmt.2022v03i02.002>

Table 1: Frequency Distribution for Demographic Variables

Gender	Variable	Frequency	Percent
	Male	47	41.6
	Female	66	58.4
	Total	113	100
Age	Variable	Frequency	Percent
	Under 25	3	2.7
	25 to 30 Years	20	17.7
	31 to 35 Years	29	25.7
	36 to 40 Years	27	23.9
	41 to 45 Years	20	17.7
	45 Years above	14	12.4
	Total	113	100
Position	Variable	Frequency	Percent
	Junior Staff	14	12.4
	Supervisor	24	21.2
	Manager	60	53.1
	Top Management	15	13.3
	Total	113	100
Total Working Experience	Variable	Frequency	Percent
	Between one year	11	9.7
	1 to 3 Years	24	21.2
	3 Years to 7 Years	20	17.7
	7 Years and Above	58	51.3
	Total	113	100
Education	Variable	Frequency	Percent
	Diploma	1	0.9
	Bachelor	72	63.7
	Master	27	23.9
	10th Standard	13	11.5
	Total	113	100
Marital Status	Variable	Frequency	Percent
	Married	62	54.9
	Single	51	45.1
	Total	113	100

2. Reliability score of Variables

The Cronbach's Alpha was measured for each variable. As providing the rules and thumb the Cronbach's alpha is like (a) >0.9 is Excellent, (b) >0.8 is Good, (c) >0.7 is Acceptable, (d) >0.6 is Questionable, (e) >0.5 is Poor, and (f) <0.5 is Unacceptable. The following table 2 Describes the reliable scores of variables used in this study.

Table 2: Reliability scores of variables

Variables	Numbers of items	Cronbach's alpha
Social	5	0.815
Secure	4	0.822
Financial	8	0.884
Physical	6	0.731
Job Satisfaction	5	0.773

As above the table 2, most of the results comes around 0.7 and 0.8 and which mentioned that two variables are in acceptable and the rest responded are in good condition, the financial has the highest Alpha value of 0.884 and the Physical is the lowest Alpha values 0.731. All variable is acceptable and all respondents' answers are reliable because Cronbach's alpha value is higher than 0.73.

Table 3: Mean values and standard deviation of variables

	Minimum	Maximum	Mean	Std. Deviation
Independent Variable				
Social	2	5	3.28	0.653
Secure	2	5	3.37	0.709
Financial	2	5	3.42	0.584
Physical	1	5	3.26	0.627
Dependent Variable				
Employee Satisfaction	2	5	3.64	0.604

It can be observed that the mean value of employee satisfaction is realized as 3.64, which indicates that the satisfaction level of the employees is above the ordinary level. In addition, the scores of the variables mentioned that the mean value of employee satisfaction is 3.64, which is higher than the other variables. The lowest mean value of social is 3.28 and its standard deviation still reflected a harmonized-on job satisfaction.

One of the most important elements in enhancing employee satisfaction is creating a productive workplace. The more likely it is that satisfaction will improve the working environment after discovering this and acquiring that physical. For an employee to preserve their social, secure, financial, and physical well-being through their creativity, they must operate in an environment where work and personal life are balanced. According to the research, an employee's working environment is more likely to result in higher employee satisfaction if they are evaluated physically more frequently. The study's findings are generally supported by the respondents, with a standard deviation of 0.604 and an average employee work satisfaction score of 3.64. Employee satisfaction is a result of receiving financial support during this period of survival, and they feel satisfied with it. In addition, they also understand the importance of working hard to ensure the survival of the firm and themselves. The majority of workers are content with their positions and are making an effort to endure in both political and situational contexts like COVID-19 (Siddiqui, 2020). The majority of them are beginning to realize that if the organization survives, so can they.

<https://doi.org/10.46977/apjmt.2022v03i02.002>

Conclusion:

The greatest need in the organization is to work in an environment where employees can be both physically and mentally safe. In the meantime, they have learned from this predicament that they must work harder than before. Not only would a positive work environment ambience raise individual job satisfaction, but it would also improve the workplace environment and increase organizational output. They also need the management's support and consideration in order to increase their drive. Even if it's a small financial contribution, they acknowledge the organization's difficult times and are grateful for the money.

Acknowledgement:

The author wants to thank Min Ma Haw Co. and the management for approving the study and helping with data collection. Throughout the writing of his study piece, he sincerely appreciated his cooperative nature and helpful attitude. Last but not least, he would like to express his gratitude to all responders for taking the time to complete the questionnaires without delaying the completion of this essay.

Conflicts of Interest:

The authors declare that the research review was conducted in the absence of any commercial or economic associations that could be construed as a potential conflict of interest.

References:

- Arifin, R. D., Berliyanti, D. O., & Baliartati, B. O. (2020, September). The Effect of Service Orientation, Perceived Organizational Support, Job Satisfaction, Towards Employee Engagement in Cikini Hotel, Jakarta. In *International Conference on Management, Accounting, and Economy (ICMAE 2020)* (pp. 148-151). Atlantis Press. <https://doi.org/10.2991/aebmr.k.200915.034>
- Asoba, S. N., & Mefi, N. P. (2021). FUNCTIONAL STRATEGIES FOR SMALL BUSINESSES DURING CRISIS SITUATIONS. *Academy of Entrepreneurship Journal*, 27(3), 1-7.
- Awan, A. G., & Tahir, M. T. (2015). Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan. *European Journal of Business and Management*, 7(1), 329-345.
- Azeez, S. A. (2017). Human resource management practices and employee retention: A review of literature. *Journal of Economics, Management and Trade*, 18(2), 1-10.
- Bailey, K., & Breslin, D. (2021). The COVID-19 Pandemic: What can we learn from past research in organizations and management?. *International Journal of Management Reviews*, 23(1), 3-6. <https://doi.org/10.1111/IJMR.12237>
- Bakhsh, A. A. S. (2020). Diverse Effects of Employee Personalities in the Organization. *Journal of Scientific and Industrial Research (JSIR)*, 79(05), 395-400.
- Covella, G., McCarthy, V., Kaifi, B., & Cocoran, D. (2017). Leadership's role in employee retention. *Business Management Dynamics*, 7(5), 1-15.
- Das, A., & Tripathy, P. C. (2020). Impact of Organizational Culture on Employees' Job Satisfaction: A Revisiting Literature Review in Different Sectors. *International Journal of Research and Scientific Innovation*. VII(V), 279–284.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086. <https://doi.org/10.3390/su12156086>
- Grinell, K. (2020). Labelling Islam: Structuring Ideas in Islamic Galleries in Europe. In *Curating Islamic Art Worldwide* (pp. 31-44). Palgrave Pivot, Cham.
- Hsiao, J. M., & Lin, D. S. (2018). The impacts of working conditions and employee competences of fresh graduates on job expertise, salary and job satisfaction. *Journal of Reviews on Global Economics*, 7, 246-259. <https://doi.org/10.6000/1929-7092.2018.07.22>
- Irdina, I., Kee, D. M. H., Reddy, V., Izzati, Z., Sri, K., Perez, M. G., ... & Pandey, R. (2020). AirAsia's efforts in maintaining good workplace environment for its employees during Covid-19. *International journal of Tourism and hospitality in Asia Pasific (IJTHAP)*, 3(3), 22-32. <https://doi.org/10.32535/ijthap.v3i3.941>

- Kainkan, M. (2015). The impact of work environment on employees' job satisfaction in Saudi electricity company in Tabuk region. *Business Management Dynamics*, 4(9), 35.
- Karatepe, O. M. (2013). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*. <https://doi.org/10.1108/IJCHM-06-2012-0097>
- Kim, Y. J., Lee, S. Y., & Cho, J. H. (2020). A study on the job retention intention of nurses based on social support in the COVID-19 situation. *Sustainability*, 12(18), 7276. <https://doi.org/10.3390/su12187276>
- Kramer, A., & Kramer, K. Z. (2020). The potential impact of the Covid-19 pandemic on occupational status, work from home, and occupational mobility. *Journal of Vocational Behavior*, 119, 103442. <https://doi.org/10.1016/j.jvb.2020.103442>
- Minnick, D. J., & Ireland, R. D. (2005). Inside the new organization: a blueprint for surviving restructuring, downsizing, acquisitions and outsourcing. *Journal of Business Strategy*. <https://doi.org/10.1108/02756660510575014>
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*. <https://doi.org/10.1108/IJLMA-10-2016-0085>
- Putri, A., & Amran, A. (2021). Employees Work-Life Balance Reviewed From Work From Home Aspect During COVID-19 Pandemic. *International Journal of Management Science and Information Technology*, 1(1), 30-34. <https://doi.org/10.35870/ijmsit.v1i1.231>
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, 717-725.
- Siddiqui, K. A. L. I. M. (2020). The Impact of COVID-19 on the Global economy. World.
- Sittisom, W. (2020). Factors affecting job satisfaction of employees in pharmaceutical industry: A case study of Thailand. *Systematic Reviews in Pharmacy*, 11(3), 125-133. <https://doi.org/10.5530/srp.2020.3.14>
- Song, L., Wang, Y., Li, Z., Yang, Y., & Li, H. (2020). Mental health and work attitudes among people resuming work during the COVID-19 pandemic: a cross-sectional study in China. *International Journal of Environmental Research and Public Health*, 17(14), 5059. <https://doi.org/10.3390/ijerph17145059>
- Stankevičiūtė, Ž., & Kuskaja, S. (2022). Strengthening of work-life balance while working remotely in the context of COVID-19 pandemic. *Human Systems Management*, (Preprint), 1-15. <https://doi.org/10.3233/HSM-211511>
- Taherdoost, H. (2017). Determining sample size; how to calculate survey sample size. *International Journal of Economics and Management Systems*, 2.
- Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. (2020). Impact of working environment on job satisfaction. *European Journal of Business and Management Research*, 5(6). <https://doi.org/10.24018/ejbmr.2020.5.6.643>
- Tio, E. (2014). The impact of working environment towards employee job satisfaction: a case study In PT. X. *iBuss Management*, 2(1).
- Vermeeren, B., Kuipers, B., & Steijn, B. (2011). Review of Public Personnel.
- Wong, A. K. F., Kim, S. S., Kim, J., & Han, H. (2021). How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences. *International Journal of Hospitality Management*, 93, 102798. <https://doi.org/10.1016/j.ijhm.2020.102798>
- Yoon, D. P., & Kelly, M. (2008). Organizational excellence and employee retention in social work. *Professional Development: The International Journal of Continuing Social Work Education*, 11(3).